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REPORT TO THE CONGRESS

Missent Mail--A Contributing Factor To Mail Delay And Increased Costs

B-114874

United States Postal Service

BY THE COMPTROLLER GENERAL OF THE UNITED STATES

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OCT. 22, 1974

COMPTROLLER GENERAL OF THE UNITED STATES
WASHINGTON, D.C. 20548

B-114874

To the Speaker of the House of Representatives
and the President pro tempore of the Senate

This is our report entitled, "Missent Mail--A Contributing Factor to Mail Delay and Increased Costs."

We made our review pursuant to the Budget and Accounting Act, 1921 (31 U.S.C. 53), and the Postal Reorganization Act of August 12, 1970 (39 U.S.C. 2008).

Copies of this report are being sent to the Director, Office of Management and Budget; the Postmaster General; and each member of the Board of Governors of the U.S. Postal Service.

Elmer B. Staats

Comptroller General
of the United States

Contents

ABBREVIATIONS

EDIT	Engineering Data Isolation Technique
GAO	General Accounting Office
ZIP	zone improvement plan
ZMT	ZIP mail translator
LSM	letter-sorting machine

COMPTROLLER GENERAL'S
REPORT TO THE CONGRESS

MISSENT MAIL--A CONTRIBUTING FACTOR TO MAIL DELAY AND INCREASED COSTS

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D I G E S T

WHY THE REVIEW WAS MADE

"Only mechanization will give the Postal Service the necessary fire power to cope with ever increasing volumes of mail."

This statement from the Annual Report of the Postmaster General, fiscal year 1973, points out the Postal Service's commitment to mechanization designed to provide the productivity gains necessary to improve the quality and reliability of mail service.

In the last 10 years, first-class mail volume has increased from about 35.8 to 50.9 billion pieces. The cost of a unit of first-class postage has increased from 5 cents in 1963 to 10 cents in 1974.

To speed mail deliveries, increase productivity, and reduce costs, the Service is mechanizing. During fiscal year 1973, 44 percent of the 50.9 billion pieces of first-class mail processed by the Service were sorted by letter-sorting machines at various postal installations throughout the Nation.

Because of concerns over the deterioration in mail service, GAO received, beginning in September 1972, requests from congressional committees and members to conduct numerous reviews of the quality of mail service throughout the Nation. These reviews indicated that a contributing factor to mail delays was that much mail sorted by machines was being sent to the wrong locations.

To determine some of the causes and possible solutions, GAO reviewed letter-sorting machine operations.

FINDINGS AND CONCLUSIONS

Given the ever-increasing mail volume and the labor-intensive Service operations, mechanization is necessary if the Postal Service is to achieve its mandate of self-sufficiency and to provide high-quality mail service. Mechanization, however, has increased the quantity of missent mail.

A letter-sorting machine can process up to 43,200 letters per hour. Each machine accommodates 12 operators who process letters.

The operator depresses keys--on a piano-style keyboard console--generally corresponding to the numbers in the letter's zone improvement plan (ZIP) code. The machine interprets the keying entry and directs the letter to one of 277 bins or receptacles that has been assigned the keyed code. Letters are manually extracted from the bin, screened for correct keying, and then advanced to the next operation.

GAO's test of these operations at three offices showed that:

--Machine operators keyed 9.1 percent of the mail incorrectly.

--Even after screening, 3.6 percent of the mail sent between States was

Tear Sheet. Upon removal, the report cover date should be noted hereon.

missent due to incorrect keying and machine error.

--An additional 3.1 percent of the mail sent between States was missent because correctly keyed mail was mishandled after sorting.

--Missent mail was delayed an average of 3 days beyond delivery standards because no effort was made to remove it from the normal processing system.

These errors cause a letter to be sent to an improper location. Also, at a minimum these errors cause letters to be rehandled and cause mail delays and additional processing costs. Some causes of operator errors are that:

--Operators have to remember complex mail distribution patterns, in addition to depressing the key corresponding to the letter's ZIP code.

--Letters are automatically fed into the machine for coding at a rate of one each second.

--Operators constantly key letters for 45 minutes before they are relieved.

--There are poor environmental conditions: noise, temperature, and lighting.

No analysis of operator errors was being made to determine their causes and the reduction of such errors was not given priority under the quality control program. The high operator error rates continue to exist because the Postal Service has not established a definitive management policy covering letter-sorting machine operations which could be consistently applied in all regions.

RECOMMENDATIONS

The Postmaster General should:

--Evaluate the operations of the letter-sorting machines to determine whether the machine speed and the complexity of keying patterns can be varied or simplified and still contribute to increasing productivity.

--Improve the environmental conditions which detract from efficient operation of the letter-sorting machines.

--Establish work standards.

--Expand quality control and error analysis programs with emphasis on developing procedures to remove the causes of keying and handling errors.

--Emphasize to local postal officials the need to remove missent mail from the normal mail flow as soon as possible and expeditiously forward it to the proper destination.

AGENCY ACTIONS AND UNRESOLVED ISSUES

The Postal Service concurred with GAO's recommendations and has initiated corrective action on many of the problems discussed in our report. (See p. 13.)

MATTERS FOR CONSIDERATION BY THE CONGRESS

The Congress and the public are concerned about the quality of mail service and increased postal operating costs. Although this report suggests no congressional action, it provides information on a contributing factor to mail processing problems and on the Postal Service's corrective actions.

CHAPTER 1

INTRODUCTION

The U.S. Postal Service handled 89.7 billion pieces of mail during fiscal year 1973, about half the world's volume. First-class mail accounted for 57 percent of the total, or 50.9 billion pieces. In the last 10 years, the volume of first-class mail has increased by 42 percent, up from about 35.8 billion. The cost of a unit of first-class postage has increased from 5 cents in 1963 to 10 cents in 1974.

To improve the quality of first-class mail delivery, the Postal Service established the following time standards for delivery:

--1-day (overnight) delivery of mail within designated service areas (generally within sectional centers and adjoining sectional centers).

--2-day delivery of mail within a 600-mile radius.

--3-day delivery of all other first-class mail.

The Service's objective is to deliver 95 percent of the mail within the specified time.

The Annual Report of the Postmaster General for fiscal year 1973 stated that, "Only mechanization will give the Postal Service the necessary fire power to cope with ever increasing volumes of mail." Of the 50.9 billion pieces of first-class mail handled in that year, the Service processed 44 percent on letter-sorting machines (LSMs). The Annual Report states that these machines have increased productivity, reduced costs, and speeded deliveries.

Before the Service began using LSMs in the 1960s, it sorted all mail by hand. Today, it sorts over half the letters manually and uses 49 and 77 bin cases of a type used when Benjamin Franklin was Postmaster General. (See photograph on p. 3.) Because of the limited capacity of these cases, several sorts are often necessary to properly distribute letters by hand. The hand-sorting rate is about 30 letters per minute.

In fiscal year 1973 the Service committed $45.1 million for mechanization. This additional equipment is expected to increase by 10 percent the number of letters sorted by machine. The 102 LSMs on order will give the Service a total of 487 such machines positioned at postal installations throughout the Nation.

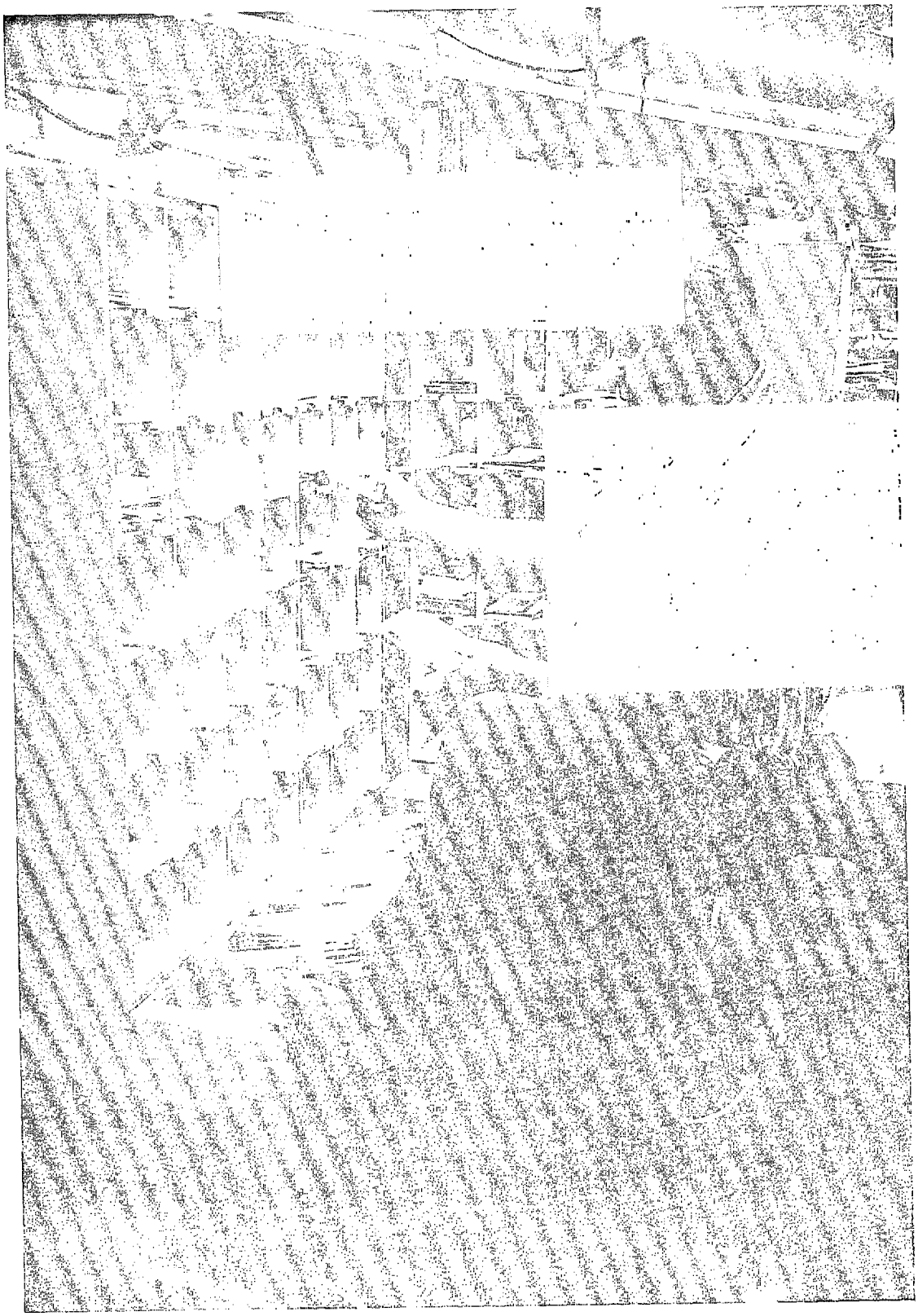
The machines have increased the letter-sorting rate per operator to about 60 letters per minute and the distribution capacity to 277

bins. Thus, the need for several sortings of a letter has been reduced and productivity has been greatly increased. The 12 operators of an LSM can process up to 43,200 letters per hour. (See photographs on pp. 4 and 5.)

LSMs at the locations we visited had a computerized control unit called a zone improvement plan (ZIP) mail translator (ZMT). The operator depresses keys corresponding to the numbers in the letter's ZIP code or other special codes. The computer interprets the operator's keying entry and determines which of the 277 bins has been assigned the keyed code and directs the machine to convey the letter to that bin. Accumulated letters are manually taken from the bin, screened for correct keying, labeled to show their destination, and released for transportation.

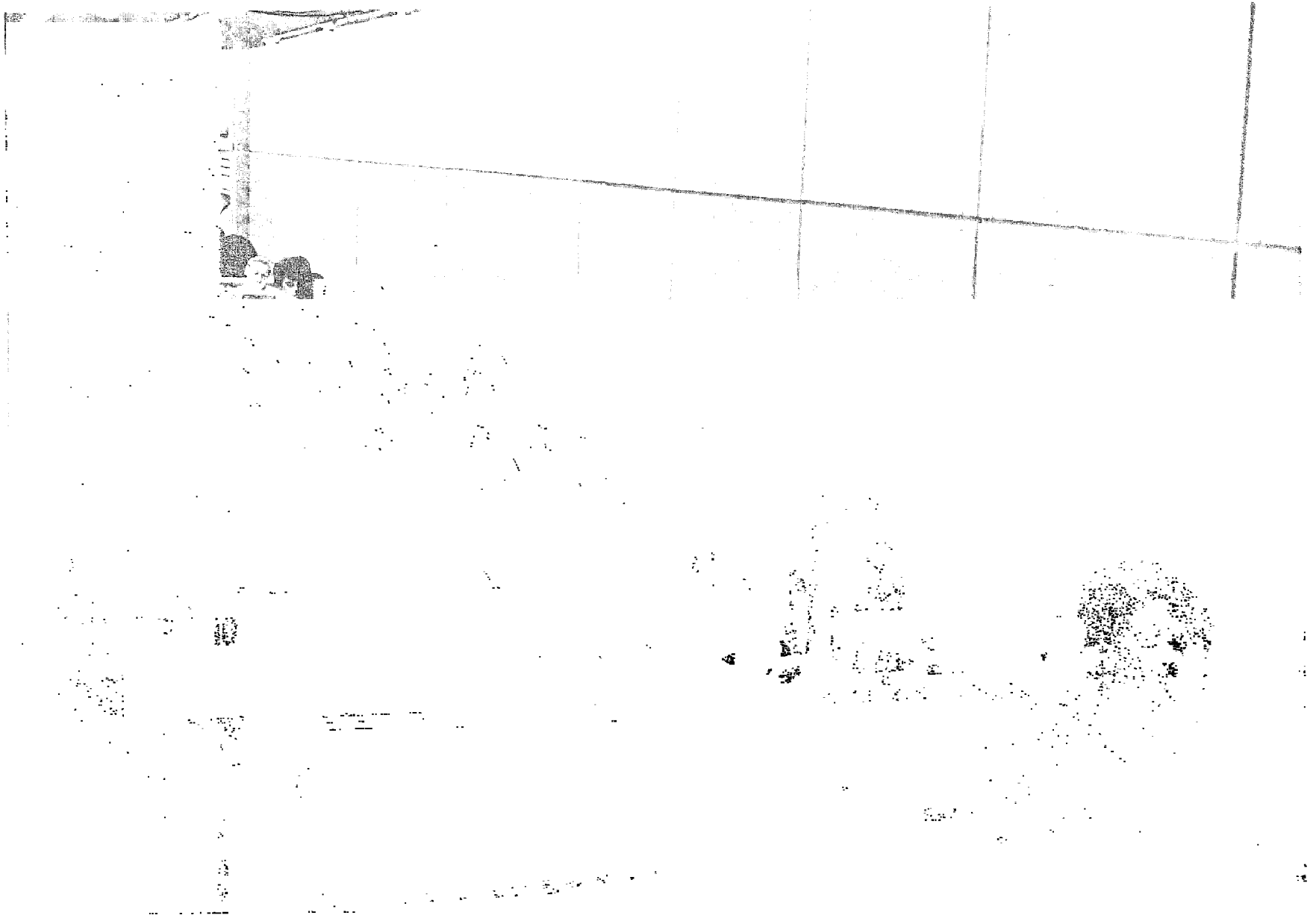
In addition to the 12 operators, each machine usually has 2 loaders who place letters on the consoles and 6 sweepers who take the sorted letters from the bins. The operators generally sort for not more than 45 minutes each hour and rotate on a schedule as either loaders or sweepers.

We reviewed originating mail processing at three large post offices in the Postal Service's southern region. These offices process about 5.6 million letters each day on LSMs--3 million originating letters and about 2.6 million letters received from other offices.



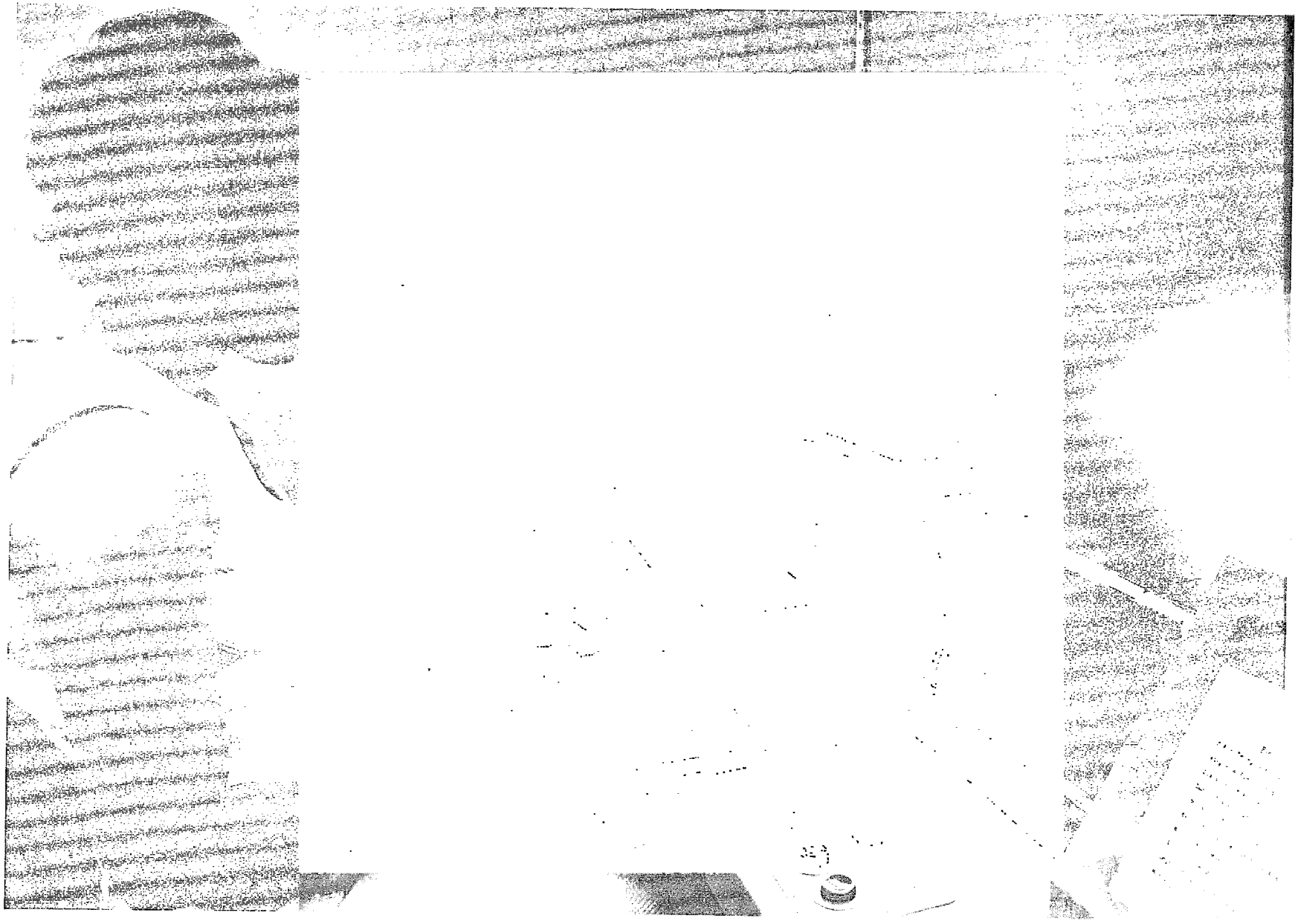
MANUAL DISTRIBUTION OPERATION

Source: Postal Service



Source: Postal Service

LETTER-SORTING MACHINE AND OPERATORS



LETTER-SORTING MACHINE OPERATOR CONSOLE

Source: Postal Service

CHAPTER 2

CAUSES AND EFFECTS OF MISSENT MAIL

Although the Service has been improving first-class mail delivery, it has not consistently met its 95-percent mail delivery standards. In fiscal year 1973 the Service achieved its standards an average of 90 percent on overnight 1-day delivery, 80 percent on 2-day delivery, and 81 percent for 3-day delivery.

Our test of the sorting and labeling operations for processing outgoing mail at three post offices showed that about 7 percent of the mail would have been sent to the wrong location. The delay in delivering missent mail is a major reason why the Postal Service has not achieved its delivery standards.

Mail is missent because of errors in (1) manual and machine sorting, (2) placing sorted mail in trays and pouches, and (3) labeling outgoing mail. These errors cause a letter to be sent to an improper location. Also, at a minimum these errors cause letters to be rehandled and cause mail delays and additional processing costs.

The local post offices have taken actions to reduce errors resulting from LSM operations. Additional action which could help reduce such errors would be the establishment of a formal definitive management policy by Postal Service headquarters which could be consistently applied in all regions.

MISSENT MAIL

We examined over 113,000 pieces of mail which were ready for transportation to the 2- and 3-day delivery areas at the Dallas, Houston, and New Orleans Post Offices. The mail had been given at least the minimum verification required by the Service after it had been processed on the LSMs. The following table shows that 6.7 percent of the mail we examined was destined to be missent because it was either missorted on machines or was incorrectly accumulated and/or labeled after being sorted.

	Percent of mail missent		
		Incorrect accumulation	
Location	Missorted	labeling	Total
Dallas	4.5	2.5	7.0
Houston	2.6	2.0	4.6
New Orleans	4.0	5.7	9.7
Weighted average	3.6	3.1	6.7

The mail we examined should have included only letters destined for 2- and 3-day delivery areas, but about one-third of the mail being missent because of missorting was addressed to locations within overnight delivery areas. Some letters originated at other offices but had been initially missent to Dallas, Houston, and New Orleans.

Most mail destined for 2- or 3-day delivery areas must be transported to an intermediate point in the destination State (State Distribution Center)--often by commercial airlines--where the letters are again processed on LSMs. From the Center, the letters may have to be transported to the destination city where they receive additional processing before delivery. Mail destined for overnight delivery does not receive this additional handling. Thus, mail destined for 2- and 3-day delivery is more costly than letters being delivered within an overnight area.

During the week of our review at the Dallas office, we examined 40,122 letters, of which 2,797 were destined to be missent--an error rate of about 7 percent. On the basis of the 5-day mail volume of 811,900, we estimate that about 56,600 letters were missent during that week. A Service cost analysis showed that it cost 4.7 cents to process and transport each piece of first-class mail. Thus, we estimate the missent letters of this one office cost the Service about $2,660 a week.

Further, at the offices visited, we computed that, on the basis of the missent mail in our test and the Service's delivery standards, an average delay of 3 days beyond the delivery standard was probable for missent letters and delays up to 8 days were possible if the letter was missent more than once.

ERRORS OBSERVED

Mail which is missorted on LSMs is either missent or rehandled for further processing. At the Dallas, Houston, and New Orleans offices, each piece of mail put in the machine was processed an average of 1.2 times. The monetary effect of this rehandling is demonstrated by the Houston office where machine processing costs were increased by about $1,060 a day.

Using the Service's testing equipment, we tested 141 operators over a 3-week period. Our tests indicated that many of the operators had greater error rates than the 2-percent error rate allowed to qualify as an operator. The operator error rates averaged 9.1 percent.

Locations	Number of operators tested	Average operator error rate	Operators having error rates: 2 percent or less	2.1 to 5 percent	5.1 to 10 percent	Over 10 percent
Dallas	70	11.3	9	9	27	25
Houston	29	5.0	10	11	6	2
New Orleans	42	9.2	6	16	5	15
Total	141	9.1	25	36	38	42

As indicated by the above figures, 42 of 141 operators tested, or 30 percent, had error rates greater than 10 percent whereas only 25 operators, or 18 percent, were within the 2-percent error rate allowed for qualification.

The types of errors we found are shown below.

Analysis of Operator Errors in Percent

Error	Offices: Dallas	Houston	New Orleans	Consolidated results
400 bin	32.1	24.6	23.2	29.2
Early or late key	10.1	11.2	14.3	11.0
Transposition	2.8	1.3	2.0	2.4
Adjacent keying	9.1	4.9	5.4	7.7
Finger bounce	0.3	0.9	1.0	0.5
Upper or lower keyboard error	2.5	-	1.5	1.9
Misread	5.2	5.8	3.8	5.1
Incomplete keying	1.3	-	2.5	1.2
Zipped keyed uncoded	-	13.8	10.3	4.3
Uncoded keyed incorrectly	-	6.7	3.5	1.8
Unidentified	36.6	30.8	32.5	34.9
	100.0	100.0	100.0	100.0

A description of the error classifications is listed below:

--400 bin - keying too many digits or the code keyed by the operator does not exist on the computerized control unit.

--Early or late key - depressing keys too early or too late in the keying cycle.

--Transposition - keying 32401 for ZIP code 23401.

--Adjacent keying - improper finger position on keyboard, e.g., keying 10301 for ZIP code 20301.

--Finger bounce error - keying two digits consecutively for a single digit entry, e.g., keying 00 for 0.

--Upper or lower keyboard error - keying digits on upper keyboard instead of lower keyboard.

--Misread - misinterpretation of ZIP code, e.g., keying 78001 for ZIP code 18001.

--Incomplete keying - failure to key middle digit of ZIP code.

--Zipped keyed uncoded - keying proper ZIP coded mail to a bin programed for uncoded mail.

--Uncoded keyed incorrectly - operator fails to key proper digits for uncoded mail.

REASONS FOR LSM ERRORS

Through our observations and discussions with regional postal officials and LSM operators, we determined that factors which contributed to missorting of mail on LSMs were

--the speed and complexity of LSM operations;

--fatigue, carelessness, and poor work conditions;

--machine error; and

--the lack of a definite management policy.

Speed and complexity of LSM operations

Several years ago, LSMs were operated at a rate of 50 letters a minute, rather than the current 60 letters a minute. Officials at one location said the speed was increased because it was believed that the gain in productivity would more than offset the additional errors that would probably result. However, some officials told us that the speed of 60 letters a minute may be too fast and that a rate of 55 would be the optimum for most operators.

When processing originating mail at a speed of 60 letters a minute, the LSM operator must process 1 letter each second. Generally, he uses six-tenths of a second to locate the ZIP code, read it, and decide the correct keying entry. He then has four-tenths of a second to make that entry on the console keyboard.

The keying entry the operator makes may be the first three digits of the ZIP code, the last two digits of the ZIP code, a special key plus the last two digits of the ZIP code, or one or two special key codes. To further add to this complex operation, some operators are expected to

be able to key a number of cities within their State even if the letter does not have a ZIP code. Others are expected to be able to key the correct delivery zone within their own city by reading the street address when no ZIP code is shown.

The operator remains at the console up to 45 minutes without relief. The remainder of each hour is spent either as a sweeper on the distribution side of the LSM removing sorted mail from the bins, removing incorrectly sorted letters, accumulating mail and labeling it by destination, and removing mail which causes machine stoppages, or as a loader on the console side loading mail on the console feeder tray. Thus, the operator has little time for rest or personal needs.

Fatigue, carelessness, and poor working conditions

Keying of letters on a console is a rigorous and tedious job, especially at higher speeds. The machine operator must be alert constantly to attain a respectable proficiency rate. Letters are automatically fed on the console at a constant speed and cannot be sorted correctly when operators are not concentrating on their work. Postal officials said the monotony of the keying process and the noise from the machines and overhead conveyors tend to lull some operators to sleep.

Postal officials at one location informed us that, because of fatigue and unconcern, some operators "dump" the mail by keying letters to bins which will receive another sort. Tests by postal officials confirmed that these bins have the highest error rates of all bins.

At some offices the operators' working conditions are not attractive. The machines produce a relatively high noise level and sometimes the surrounding temperature is quite warm. In addition, some operators must work where lighting conditions are not good.

Machine error

Much mail is missorted due to machine malfunctions. At the Dallas, Houston, and New Orleans offices, about 1.8 percent of the mail was missorted because of machine errors. These errors amount to millions of missent or rehandled letters annually.

Lack of a definite management policy

Although supervisors responsible for the operation of LSMs were aware that some operators were ineffective, they were uncertain as to which operators should be retrained and which should be given other duties.

Management officials had opinions as to what could be done but were not able to furnish work standards or formal policy statements on retraining or removing ineffective operators. Operators indicated

that the lack of standards and policies caused conditions ranging from operator indifference toward supervision to excessive demands by supervisors.

One office had tried to establish a formal policy that an operator with a keying error rate of 10 percent or greater would be required to requalify as an operator. Disciplinary actions including suspension were provided for subsequent inefficient performance. However, Service headquarters stopped this effort because Service policy is that any predetermined disciplinary procedures will be established by headquarters. Machine operators were opposed to the local performance policy because nationwide proficiency standards had not been established.

Another office was following an unwritten policy that operators with a keying error rate greater than 5 percent would be required to requalify as an operator. If the operator failed to requalify or if the operator's performance did not improve after requalification, the operator would be removed from the LSM.

NEED FOR EXPEDITIOUS HANDLING OF MISSENT MAIL

The Service requires that offices remove missent letters from the normal processing system and forward them to the proper destination by airmail. The offices we visited, however, were allowing the missent letters they received to remain in the routine mail flow. This increased the delay in mail delivery.

Also some letters were missent more than once. For example, a letter originating in Kansas City, Missouri, on September 26, 1973, addressed to Sioux City, Iowa, was missent to New Orleans, Louisiana. On September 27, 1973, New Orleans, using its normal machine-sorting procedures, tried to sort the letter to Sioux City. We found the letter in mail New Orleans was sending to Pittsburgh, Pennsylvania. If Pittsburgh had allowed the letter to remain in the routine mail flow and if Pittsburgh did not missend the letter, the earliest it could have been delivered in Sioux City was October 1, 1973. This would be a delay of 3 days beyond the delivery standard.

SERVICE ACTIONS TO REDUCE MISSENT MAIL

The Service developed a testing device, Engineering Data Isolation Technique (EDIT), to be used in monitoring machine and operator performance. EDIT can be used to automatically process test cards through console keyboards with predetermined distribution to the bins. By noting distribution varying from the predetermined pattern, technicians can identify machine malfunctions.

To monitor operator performance, the device will record the entries keyed by an operator for a series of letters. The letters are then accumulated in a designated bin on the LSM. By comparing the recorded entries

with the letters in the bin, supervisors could identify the errors the operator made and analyze them to determine their causes. However, supervisors were not analyzing the causes of operator errors.

In fiscal year 1973 the Service purchased 240 EDIT devices and, to strengthen their training program, bought 300 operator training consoles.

In July 1972 the southern region established a quality control program. One program objective was to reduce LSM errors. Each office in our study had two people assigned to the program. Only one office, however, had given error reduction priority in its program. EDIT was in use at the offices we visited. Records at those offices showed error rates obtained by EDIT but did not show reasons for errors. The causes of errors must be known to develop effective training programs.

CONCLUSIONS

The Service has not been completely successful in meeting its first-class mail delivery standards. This situation is due in part to the amount of missent mail. Although the high productivity of LSMs has helped the Service handle the increasing mail volume, operator errors and careless handling of the sorted mail have, to a certain extent, defeated the objectives of mechanization and added to the cost of mail delivery.

The speed of the LSM, the long periods an operator remains at the console, environmental conditions, and the complexity of distribution patterns and keying methods contribute to the inefficiencies of machine operation. The Service has not evaluated the machine operations for establishing work standards and procedures for insuring that the standards will be met. Without such standards, operators cannot be sure what is expected of them, supervisors are unable to determine when an operator is ineffective to the extent that he should be retrained or removed, and management is unable to provide effective retraining programs and reasonable disciplinary policies.

RECOMMENDATIONS

We recommend that the Postmaster General:

--Evaluate the operations of the LSMs to determine whether the machine speed and the complexity of keying patterns can be varied or simplified and still contribute to increasing productivity.

--Improve the environmental conditions which detract from efficient machine operation.

--Establish work standards.

--Expand quality control and error analysis programs and emphasize identifying and correcting the causes of keying and handling errors.

--Emphasize to local postal officials the need to remove missent mail from the normal mail flow as soon as possible and expeditiously forward it to the proper destination.

AGENCY ACTIONS

The Postmaster General, in commenting on our report, said that he concurs with our recommendations and that the Service has initiated corrective action on many of the problems discussed in the report. Summarized below are some of the actions being taken by the Postal Service to reduce missent mail. (See app. I.)

--Refinements are being made in LSM keyboards, keys, scheme designs, etc.

--Programs are in progress to improve environmental conditions surrounding LSMs.

--Work standards will be established for the LSM/ZMT operations.

--Quality control and error analysis programs are being expanded.

--A research project is being conducted to improve the selection, training, and performance of LSM operators.

CHAPTER 3

SCOPE OF REVIEW

Our review was conducted from July through December 1973 at the following locations:

--Headquarters, U.S. Postal Service, Washington, D.C.

--Headquarters, U.S. Postal Service, southern region, Memphis.

--Service offices in Dallas, Houston, and New Orleans.

These offices were selected because the southern region's efficiency on LSMs was higher than the national average for the Postal Service. The southern region's cost per 1,000 pieces handled on the machines was also lower than the national average. LSMs are operated uniformly throughout the Nation.

We monitored operator keying of over 16,000 pieces of mail to determine the causes and extent of keying errors. We examined over 113,000 pieces of mail to determine whether they had been correctly distributed, verified, and labeled for transportation. We interviewed managers, line supervisors, and machine operators to determine knowledge, attitudes, and opinions on these operations.

THE POSTMASTER GENERAL
Washington, DC 20260

August 12, 1974

Dear Mr. Lowe:

Thank you for the opportunity to comment on your proposed report to the Congress entitled "Missent Mail--A Contributing Factor to Mail Delay and Increased Costs." The report is based on a review of the operation of letter sorting machines (LSMs) with computerized control zip mail translator (ZMT) units, at Dallas and Houston, Texas and at New Orleans, Louisiana.

The report recommends that the Postal Service (1) evaluate the operations of its LSMs to determine whether the machine speed and complexity of keying patterns can be varied or simplified and still contribute to increasing productivity; (2) improve the environmental conditions which detract from efficient operation of LSMs; (3) establish work standards; (4) expand quality control and error analysis programs with emphasis on developing procedures to remove the causes of keying and handling errors; and (5) emphasize to local postal officials the need to remove missent mail from the normal mail flow as soon as possible and expeditiously forward it to the proper destination.

Based on discussions with General Accounting Office representatives prior to the formal release of this report, the Service has already taken corrective action on many of the problem areas which the report discusses:

(1) A study is under way to evaluate present LSM operations and to reduce the error rate of qualified LSM operators through modifying work processes, optimizing keying rates, work/rest cycles and assignment rotation, simplifying schemes, and simplifying operator keyboard task requirements.

(2) Several programs are in process to improve the environmental conditions surrounding LSMs, including an extensive noise abatement program, improvements in acoustical machine interiors and centralized vacuum systems, and improvements in illumination and air conditioning. In addition, changes are being considered in LSM keyboards, foot-rests, and easy-adjust chairs.

(3) Work standards are going to be established for LSM/ZMT operators.

(4) Error analysis is being expanded through the use of EDIT (Engineering Data Isolation Technique) a modular electronic unit, mounted in the ZMT cabinet, which can monitor the data keyed from individual LSM consoles. These units have been installed in all LSM/ZMT offices as of May 1974.

(5) Local quality control programs are being directed toward reducing errors in machine operations and in subsequent dispatches. A total quality control system and Quality Index Program covering thirty of the largest offices of the Western Region has already provided direct and effective reduction of LSM/ZMT missents.

The Service's handbook on multi-position sorting machines is being updated and will incorporate many of the report's suggestions.

(6) A research project is under way to reduce the time and cost of training LSM operators, reduce the high error rate experienced by new operators during the transition from training to workroom operations, and establish a pattern of higher sorting accuracy after the transition has been completed. The Service is also studying the characteristics of LSM operators as a key to developing better methods for selecting future operators.

We believe these measures will be effective in improving LSM operations, and we wish to express our appreciation for the useful observations and helpful suggestions received from your staff in the course of their work on this report.

Sincerely,

E. T. Klassen

Mr. Victor L. Lowe
Director, General Government
Division
U. S. General Accounting Office
Washington, D.C. 20548

PRINCIPAL MANAGEMENT OFFICIALS OF THE U. S. POSTAL SERVICE RESPONSIBLE FOR ADMINISTERING ACTIVITIES DISCUSSED IN THIS REPORT

	Tenure of office	
	From	To
POSTMASTER GENERAL:		
E. T. Klassen	Jan. 1972	Present
Merrill A. Hayden (acting)	Oct. 1971	Dec. 1971
DEPUTY POSTMASTER GENERAL:		
Vacant	Oct. 1972	Present
Merrill A. Hayden	Sept. 1971	Sept. 1972
SENIOR ASSISTANT POSTMASTER GENERAL FOR OPERATIONS (note a):		
Edward Dorsey	June 1973	Present
SENIOR ASSISTANT POSTMASTER GENERAL, MAIL PROCESSING (note a):		
Harold F. Faught	Aug. 1971	Aug. 1973

[a] On July 2, 1973, responsibility for regional mail-processing activities was transferred to a newly created Senior Assistant Postmaster General for Operations.

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